

Response to #181 FMSIC Clearinghouse Request for Information

The Westinghouse Savannah River Company (WSRC) regarding Earned Value Reporting provides the following information:

1. Are you currently doing Earned Value Reporting at your site?
Earned Value Reporting is being used at the Savannah River Site (SRS) on all Line Item Projects and other selected projects managed by the Projects, Engineering and Construction Division (PE&CD) and the Environmental Restoration Division (ERD).
2. If so, how long have you been doing it and what type of software/system are you using to do this?
Earned Value techniques were first used at SRS in 1989 when WSRC and Bechtel Savannah River Incorporated (BSRI) became the M&O contractors.

There are several software/systems currently being used for earned value reporting at SRS. These are as follows:
 - Primavera's "Primavera Project Planner (P3), version 3.0"
 - Primavera's "Primavera Project Planner for the Enterprise (P3e), version 2.1.10"
 - Primavera's "Parade"
 - Microframe Project Manager
 - Integrated Cost Tracking System (an in-house developed program)
Note: Several of these tools are being phased out by their vendors so an initiative is currently underway to designate and implement a single "cost processor" (including earned value reporting) software / system.
3. Could you briefly describe how you define and calculate earned value?
Each project's Control Account Managers (CAMs) or their designated task managers measure the physical accomplishment of work (BCWP) on control account work packages or tasks by using standard, ANSI EIA-748 Earned Value techniques. For certain commodities on selected projects, subsystems are used to track quantities produced or installed (e.g., drawing logs, quantity unit rate reports) as a means of objectively determining BCWP. Work package BCWP's are summarized to the control account level, and control account BCWP's are summarized to the project level.
4. Which organization is responsible for Earned Value Reporting at your site? Is the Finance organization solely involved or do other organizations provide support?
The project team members who owns the work packages / control accounts are responsible for the quantitative component of the earned value reporting. The Project Controls Department within PE&CD is responsible for the process & tools and for coordinating / facilitating the implementation of Earned Value Reporting process. The Finance organization involvement is focused around the process for collecting the actual cost component of the Earned Value calculation.

week depending on the size and complexity of the project. The number of people involved also varies with the size and the complexity of the project and the frequency of reporting.

6. Was it a major undertaking to get Earned Value Reporting implemented or was it relatively easy? How long did it take? How many people were involved? Was a cross functional team put together and, if so, what types of job classifications were represented?

Efforts to implement Earned Value Reporting (EVR) at SRS began in 1989 and were a major undertaking. Implementation was driven by the changeover of the SRS M&O Contract from DuPont to WSRC/BSRI, along with a corresponding contractual requirement for the new companies to implement DOE Order 2250.1c "Cost and Schedule Control System Criteria for Contractor Performance Measurement."

A cross-functional team comprised of project controls personnel from engineering, construction and project management, finance, management systems, etc. was chartered to develop and identify the requirements for DOE 2250 compliance. Earned value reporting procedures, systems & subsystems had to be developed, as none existed. In 1990, the earned value reporting procedures were developed and a DOE Order 2250 training & certification program at SRS was begun. Supporting systems in engineering and in construction were developed. Labor distribution and material reporting systems were also developed. The overall process took approximately two years.

7. What have been the benefits of using Earned Value Reporting?

The major benefits of EVR are accurate, early identification of performance trends and variances from the management plan, which allows for management decision making while there is adequate time to implement effective corrective actions.

8. Would you be willing to share some lessons learned or best practices with us?

Yes